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5 November 1965

MEMORANDUM FOR: Director of Training

THROUGH : Chief, Operations School

SUBJECT : Course Report/Chiefs of Station Seminar No. 4,  
4 - 22 October 1965

25X1A6A 1. The fourth running of the Chiefs of Station Seminar was held from  
25X1A6A 4 to 22 October 1965, half days, in the Headquarters Building, except for two  
25X1A6A days, 18 and 19 October, which were spent at [redacted]. Eleven students were  
25X1A6A enrolled in the course (Attachment A - Roster), of whom one was scheduled to  
25X1A6A go overseas in the near future as COS [redacted], and two were designated to go  
25X1A6A out shortly as base chiefs [redacted]. One student is to take over  
as COS [redacted] in June 1966, and one is to become COS [redacted] at an unspecified  
date. The remainder had no specific overseas assignments in view, indeed, one  
student had only recently returned from overseas, and was commencing a two-  
year tour in Headquarters. Seven of the students attended the course every  
day, while the other four missed varying portions: one missed the first  
week because of an overlap with the NIS; one missed the second half of the  
25X1A6A course because of illness; one missed the second half because of urgent  
demands on his services on his desk (because of [redacted]);  
and one missed most of the third week because of last minute processing-out  
commitments.

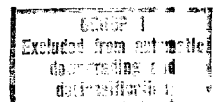
2. The average grade of the students was 14.5, and their average age  
was 45. The average experience span was 15 years with the Agency. All  
Divisions were represented except EE, WE, and [redacted]

3. The course content was roughly the same as in the first three  
runnings, with about two-thirds on operations and operational management,  
and one-third on administration, liaison, and public relations (Attachment B -  
Schedule).

25X1A9A 4. In general, the students found the course valuable where responsible  
25X1 officers were able to speak from depth of knowledge or experience on a subject  
which was clearly and peculiarly a COS responsibility. Thus [redacted] was  
cheered (figuratively speaking) almost unanimously for his crisp and clear

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25X1C

comments on the relations between the COS [ ] 25X1C  
to me that if I can make the other elements of the course as meaningful to  
the COS-Designate as that hour was, I shall have succeeded. I certainly am  
not satisfied with success merely at the [ ] level, since that is a matter  
of form. The real pay-off in our business is in espionage, and it is in this  
area that we in OTR should be helping the future COS towards greater effective-  
ness.

5. The remainder of this course report is to be found in Attachment C  
(the annex appended hereto), entitled "Comments on shortcomings of the fourth  
running of the COS Seminar, and recommendations for improvements in content  
and method."

25X1A9A  
[ ]  
Chief Instructor

Attachments:

- A. Student Roster
- B. Schedule
- C. "Comments on shortcomings of the  
fourth running of the COS Seminar"

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